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FROM: NAME, ADDRESS AND PHONE NO.			DATE
Director of Personnel 5E-56 HQ.			6 FEB 1970

10 FEB 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Comments on Support Directorate Problem Solving Seminar #4

REFERENCE : Memo for DD/S Office Heads fr DD/S dtd 26 Jan '70,
subj: Written Report of Problem Solving Seminar No. 4

1. This memorandum is for your information.
2. I believe that the recommendations of the seminar group are correct in going rather deeply into basic organization and management problems in their study of ways and means to improve mutual understanding among and between the various levels of responsibility in the Support Directorate.
3. Specific comments follow on the recommendations in their written report of the SDS #4.

a. Attitudinal barriers:

(1) The recommendation that management should foster strong adherence to the chain of communication both upward and downward is a good and pious one. Ways and means of doing so come a little harder and would include openness and candor with no filtering of information as it goes to the various levels.

(2) Although presenting some administrative difficulties, I would agree with the recommendation that both position and supervisors be carefully selected for the initial assignment of a young professional, which experience shows to be the most critical one.

(3) With respect to the recommendation that every employee in a supervisory capacity should be rated specifically on his ability to communicate face to face with equals, supervisors, and subordinates, we have just completed some basic changes in our fitness reporting system which make further changes inadvisable now. There is no reason, however, why this recommendation should not be adopted informally by internal instructions from the Heads of Career Services.

(4) The observation that young professionals also have something to learn in the communication process is a valid one. Despite the reservations expressed by the Director, Office of Medical Services, it may be that some form of sensitivity training should be part of the early training program--whether for CT's or other young professionals.

(5) It is, so far as known, current practice for the office of assignment to make available to the young professional chronos and subject files as part of his initial assignment. It would appear that this recommendation is already being followed.

b. Credibility Gap:

(1) The recommendation that there be more accurate forecasting of recruiting requirements to minimize the hiring of overqualified personnel hinges on the accuracy of the using office in stating its requirements. The suggestion comes at a time of ceiling reduction, possibilities of forced reduction, advertising of vacancies for possible assignment of displaced persons, all of which has placed our Advance Staffing Plan mechanism in jeopardy. The Office of Personnel will pick up its development of the 1971 ASP as soon as the dust settles but the burden here rests with the user seeing his needs in a realistic, objective form.

(2) It would be indeed advisable to provide the young professional with meaningful assignments and with a clear definition of responsibilities.

(3) The recommendation to inform the young professional of what he can realistically expect in terms of career represents the very core of the problem we are now studying under the general title of Personnel Flow in the '70's. We expect to be able to respond to this recommendation before the year is out.

(4) The idea of periodically surveying the job attitudes of the young professional and reviewing those responses which describe his reactions to the assignment is a very good one and will be partially answered by the results of the recently developed attitudinal study by PSS for the Inspector General. While it would be premature to comment on the study, it can be said that the results are revealing some interesting and unexpected attitudes of our young professionals which are favorable toward the job and the supervisor and less favorable toward the way in which the Agency is run.

c. Reluctance to Delegate Authority: The recommendations under this heading are very solid ones and represent a desirable goal toward which we should be working. They are not, however, subject to instant implementation but require the daily, patient application of good management practices.

d. Ways in which the young professional may become more involved and participate in the decision-making processes: The various recommendations prepared by the seminar group under this heading contain at least a degree of inconsistency with the prior recommendation of rigid adherence to the chain of command. It is suggested, therefore, that

in his meeting with mixed groups of young officers the Deputy Director for Support take particular care to insure that the line supervisor is informed of the meetings and their purpose. Similar precautions should be taken by the Office Heads when they meet with their young professionals. Comments are reserved on the balance of the recommendations under this heading, such as the assignment of a young officer to the DDS staff on a tour of duty basis, since they involve the immediate staff of the DDS.



Robert S. Wattles
Director of Personnel

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